

**U.S. Department of State and
Broadcasting Board of Governors**

**Office of
Inspector General**

FY 1999 Performance Report

March 2000

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OFFICE OF INSPECTOR GENERAL

FY 1999 Performance Report

Our Vision

To be an independent and objective force for positive change in the foreign affairs community.

Our Mission

The mission of the OIG is to improve the implementation of foreign policy by promoting economy, efficiency, and effectiveness and detecting and preventing fraud, waste, and mismanagement in the programs and operations of our client agencies. The Inspector General keeps Congress, the Secretary of State, and the Broadcasting Board of Governors (BBG) fully and currently informed about major issues and concerns so they can better serve the public and U.S. foreign policy interests.

Our Values

The Office of Inspector General is committed to:

- Producing timely, balanced, and credible audits, inspections, and investigations.
- Proposing innovative ideas and constructive solutions through our reviews and analyses.
- Ensuring that our work achieves measurable gains.
- Recognizing that how we achieve results is as important as the results themselves.
- Working together and communicating effectively.
- Respecting and valuing each employee and supporting one another in achieving our highest potential.
- Encouraging professional development and recognizing exemplary performance.
- Taking personal responsibility for the quality of our work.

Executive Summary

FY 1999 saw the implementation of our first annual performance plan under the Government Performance and Results Act (GPRA). This performance report presents the results of our work and accomplishments in support of the goals and measures set forth in the performance plan. While the overall trend of our results has been positive, the past year has also taught us that there is much to be done in better focusing our goals and measures as well as our activities and data systems to be able to demonstrate the kind of outcome-oriented results that we are committed to in our strategic and performance plans.

Our overall performance results for FY 1999 showed that approximately 55 percent of our performance targets were achieved as planned, 10 percent were almost achieved and still showed significant improvement from FY 1998, and 35 percent were missed or lacked adequate data. The reasons for missed targets included:

- errors in calculating our baselines and, consequently, setting a higher target than we would have if the baseline had been calculated accurately;
- faulty assumptions that caused us to miscalculate the direction of anticipated changes; and
- competing priorities, which required redirection of scarce resources needed to achieve some goals.

Accordingly, we have made necessary adjustments to our strategies, goals, and measures to enable us to better demonstrate the results of our work.

We have highlighted specific outcome-oriented achievements in the introductory discussion of each strategic goal in the Performance Results section of the report. The tables in the Performance Results section, which follow each strategic goal discussion, provide a more detailed picture of our success in achieving our individual performance goals and measures and of the strategies and timetables for achieving those targets that were not met during FY 1999.

In addition to our work in support of our strategic and performance goals, we have continued our support of GPRA implementation across the Inspector General community through our leadership of the President's Council on Integrity and Efficiency's GPRA Coordinators' Group. Formed by State OIG in October 1997, this group brings together more than 100 members from across the IG community and other organizations that promote effective implementation of the Results Act. The purpose of the group, which serves as the GPRA Subcommittee of the PCIE, is to leverage the knowledge and expertise of the community by addressing common issues and concerns and sharing information and best practices.

Performance Data Quality

Even as we developed our FY 1999 performance measures, we recognized two inherent shortcomings with the majority of the measures and the data supporting them because they are based, for the most part, on:

- surrogate or interim outcomes and outputs of our work with, at best, an indirect correlation to the ultimate results encompassed in our goals; and
- data that are collected by preexisting processes and characterized in databases that were not designed with our goals and measures in mind.

Almost 70 percent of our measures rely on traditional indicators of OIG results—i.e., recommendations issued, accepted, or implemented; cost savings and funds put to better use identified; and reviews, assessments, and other efforts conducted vis-à-vis our agencies. The other 30 percent are somewhat more objective and telling, based on customer feedback and the timeliness of targeted OIG activities.

Similarly, the data used in these measures is relatively good overall, given that—until we develop better outcome measures and implement improved methods of identifying and capturing the data we need—we must continue to rely on processes and systems that were not designed for the purposes to which we are now applying them. Although there are some concerns about the completeness and consistency of some of the data in our databases, our internal controls and validation efforts lead us to believe that the data is relatively good for three-quarters of the data elements supporting our measures. For the remaining 25 percent, we have been unable to validate the accuracy of the data to our satisfaction or relied upon data supplied by the Department that we did not validate.

Consequently, we have developed several new methodologies, processes, and controls to improve the accuracy, completeness, and consistency of the data that support our measures. In addition, in those cases where we could not validate or verify our goals and measures and do not expect to be able to do so in the near future, we have revised or replaced them for FY 2000, as appropriate. We will continue to reevaluate and refine them as we learn from our experiences in FY 2000 and beyond.

Performance Evaluations

Although we have evaluated a number of our internal processes, neither OIG nor any other entity conducted any formal performance evaluations of OIG programs or activities in FY 1999.

Effect of FY 1999 Performance on FY 2000 Performance Goals

Based on the recognition that many of our FY 1999 performance goals and measures could be improved and on our experiences in implementing them throughout the year, we have made several significant changes to our goals and measures for FY 2000 and beyond, including:

- revising our first strategic goal;
- revising or replacing four and dropping two of our performance goals;
- revising or replacing six and dropping six of our performance measures; and
- revising several of our targets and data criteria as appropriate.

The most significant of these is the change to our first strategic goal: “Improved implementation of foreign policy.” Realizing that this extremely broad goal was, in fact, more appropriately part of our mission, we narrowed our focus to “improved conduct of foreign relations” and revised the performance goals and measures accordingly. In addition, we have revised other performance goals and measures under the remaining four strategic goals, as appropriate, based on our experience in FY 1999. These changes are summarized and highlighted in the table on the next page. We believe that, as a result of these changes, our FY 2000 and 2001 performance plans and reports will articulate much more accurately our expected performance and results.

STRATEGIC and FY 2000 and 2001 Performance Goals¹

<i>IMPROVED CONDUCT OF FOREIGN RELATIONS</i>	BETTER ALIGNMENT OF FISCAL AND HUMAN RESOURCES WITH U.S. FOREIGN POLICY PRIORITIES	MORE EFFECTIVE, EFFICIENT, AND SECURE OPERATIONS AND INFRASTRUCTURES	GREATER ADHERENCE TO FUNDAMENTAL PRINCIPLES GOVERNING PRO- FESSIONAL AND ETHICAL CONDUCT	IMPROVED MANAGEMENT AND PERFORMANCE OF RESOURCES TO ACCOMPLISH OIG OBJECTIVES
<i>Chiefs of Mission and senior foreign affairs managers have in place and exercise appropriately the authorities, structures, skills, and /foreign/domestic relationships necessary to effectively develop, decide, communicate and implement policy decisions</i>	<i>The efforts of the Department to develop and use performance measures are evaluated.</i>	Potential cost efficiencies and opportunities for streamlining in areas such as human resources, information management, financial management, property management, and security are identified and best practices shared.	Awareness and understanding of standards of conduct and accountability are increased.	Project management and resource utilization weaknesses are identified and reduced.
<i>Policies, programs, operations, and other activities carried out by organizational units of the U.S. foreign affairs community promote U.S. strategic goals with increased effectiveness.</i>	<i>Chiefs of Mission and senior managers exercise the executive and program skills and authorities necessary to ensure efficient and effective operation of resources and activities in support of U.S. strategic goals.</i>	U.S. personnel, information, and facilities are made more secure through the identification and correction of security weaknesses and deficiencies related to human intelligence, technical and physical attacks, terrorism, and crime.	Areas of vulnerability and opportunities for misconduct, mismanagement, and abuse are reduced.	Quality of products is improved to meet customer needs.
		Systemic weaknesses in areas such as financial, information, real property and human resources management are reduced.	Allegations are reviewed and investigations are conducted expeditiously, while at the same time ensuring quality results and products.	

¹ Italicized text indicates that the FY 2001 strategic or performance goal is a revision of or a replacement for the original FY 1999 goal.

PERFORMANCE RESULTS BY STRATEGIC GOAL
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Strategic Goal: Improved implementation of foreign policy

The Foreign Service Act of 1980, as amended, mandates that the OIG assess implementation of foreign policy by reviewing activities and operations performed under the direction of chiefs of mission for consonance with U.S. foreign policy. This oversight of the effectiveness of foreign policy implementation is a mission responsibility unique to the State Department Office of Inspector General, and the one most closely aligned with the mission of the Department. It is an essential component of our overseas and domestic inspections and intelligence oversight reviews, as well as our audits of issues affecting foreign policy. Our FY 1999 performance goals under this strategic goal focused on establishing clear lines of communication and authority that will enable chiefs of mission to coordinate activities within their missions and to identify and resolve impediments to the effective implementation of national interests and strategic goals.

Major Accomplishments in Support of This Strategic Goal

During FY 1999, in response to our recommendations, actions were taken by the Department and other relevant agencies to strengthen the chief of mission's abilities to coordinate the activities of all mission components, including:

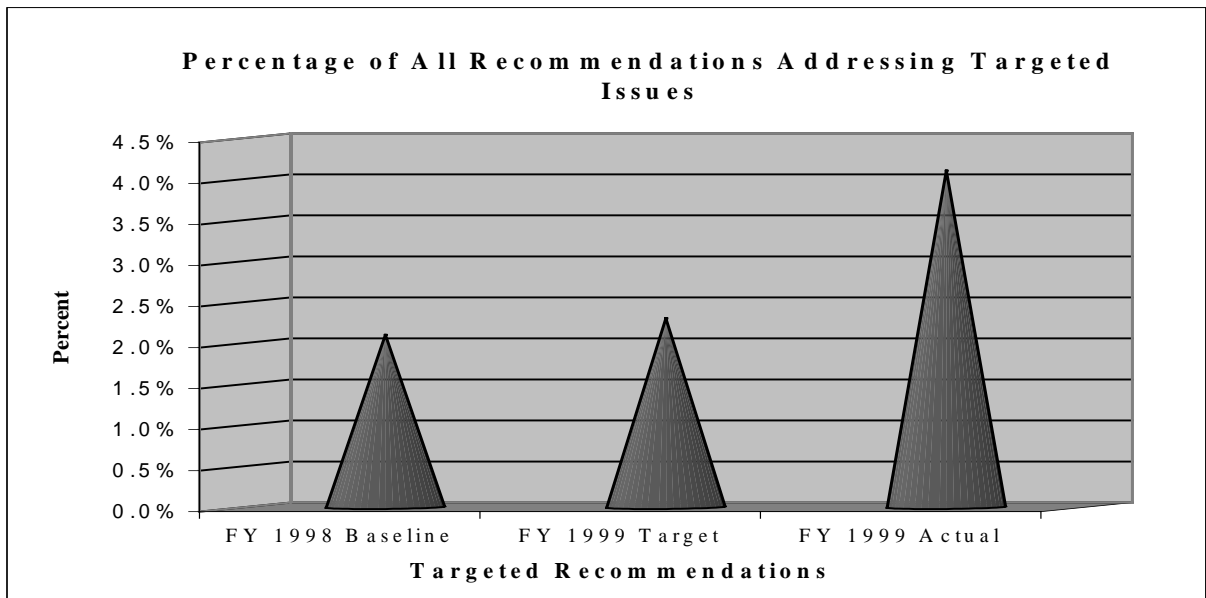
- Updating critical guidance on interagency intelligence coordination;
- Improving the Department's orientation training and guidance for ambassadors, detailing their full responsibilities for intelligence and law enforcement;
- Strengthening mission performance planning guidance to chiefs of mission, at 17 missions;
- Reinforcing and improving the transparency of internal communications and lines of authority at 10 missions; and
- Clarifying and enhancing external interagency communication/coordination at 8 missions.

Our efforts also resulted in the reduction or removal of several impediments to the effective implementation of national interests and strategic goals. For example, a review of management activities related to the 1998 World Exposition in Lisbon, Portugal, identified ineffective planning and procurement caused, in part, by efforts to avoid prohibitions against spending funds for such expositions without congressional approval. Congress, in coordination with OIG and USIA, revised the prohibition, as part of the Omnibus Appropriation Act for FY 2000, authorizing the Department to use its personnel and resources to carry out the necessary administrative and support functions without congressional approval. In addition, an audit of one Fulbright Commission found that U.S. goals for and involvement with the expenditure of U.S. Agency for International Development (USAID)-supplied funds flowing through the Commission were inconsistent with the Commission's purpose and operations. As a result of OIG's report, which the Commission board called fundamental to its future operations, a new funding arrangement was established with USAID. Post inspections resulted in increased training and developmental opportunities for American staff at seven overseas missions.

Strategic Goal:
Improved implementation of U.S. foreign policy

Performance Goal 1: *Chiefs of Mission and bureau leaders have the authorities, relationships, and lines of communication necessary to ensure that the work and priorities of the Department's overseas missions and domestic organizations accurately reflect U.S. Government strategic and performance goals, and to effectively and efficiently implement them.*

Measure: The number of recommendations addressing these issues, as a percentage of the total number of recommendations made, will increase by 10 percent per annum for the 3-year period



Success in meeting performance target: We exceeded our target considerably, doubling the percentage of recommendations addressing these issues in FY 1999 compared with FY 1998.

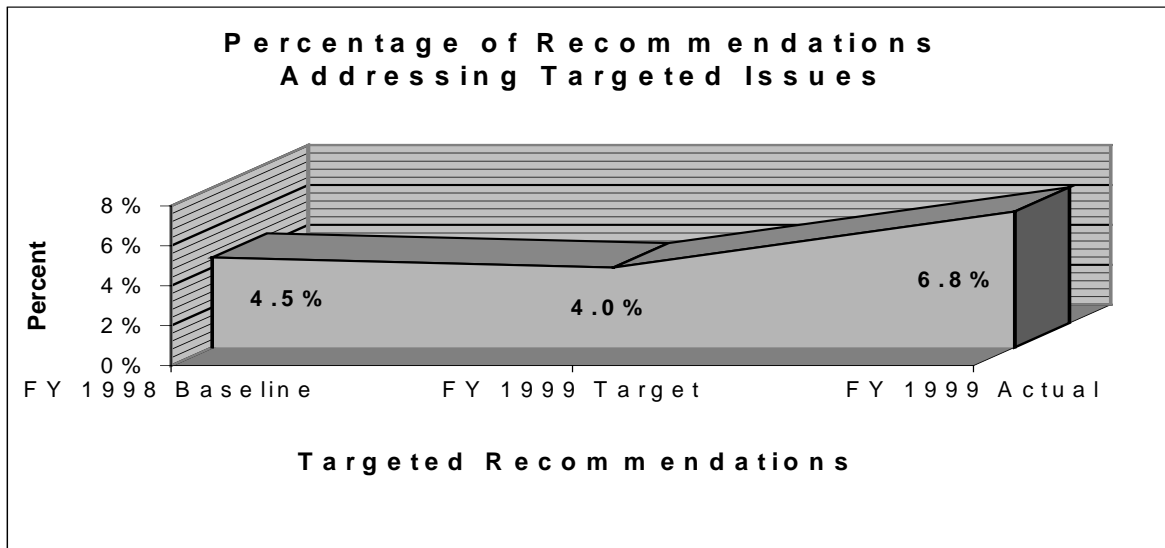
Data quality and strategies to address data limitations: *The number/percentage of recommendations addressing this issue may be understated due to the inconsistent categorization of recommendations in our management information system. Revised criteria and internal controls are being implemented in FY 2000.*

Effect of results on the FY 2000 performance plan: As a result of a modification to our strategic goal for FY 2000 and beyond, this performance goal and measure have been replaced.

Strategic Goal:
Improved implementation of U.S. foreign policy

Performance Goal 2: Ambassadors, Deputy Chiefs of Mission, and other senior managers exercise the executive and program skills necessary to ensure that people and activities for which they are responsible operate smoothly and at high levels of performance.

Measure: The number of recommendations in these areas, as a percentage of total recommendations made, will decrease by five percent per annum.



Success in meeting performance targets: OIG expected a decrease in the percentage of recommendations meeting measurement criteria, anticipating that corrective actions taken in response to previous recommendations would lead to a decline in the number deficiencies in these areas and, thus, fewer new recommendations to correct them. This did not happen, leading us to conclude that significant progress is still to be achieved, and continuing efforts to develop the skills of senior managers are needed. Having combined this goal with performance goal one for FY 2000, we have modified the new measure accordingly.

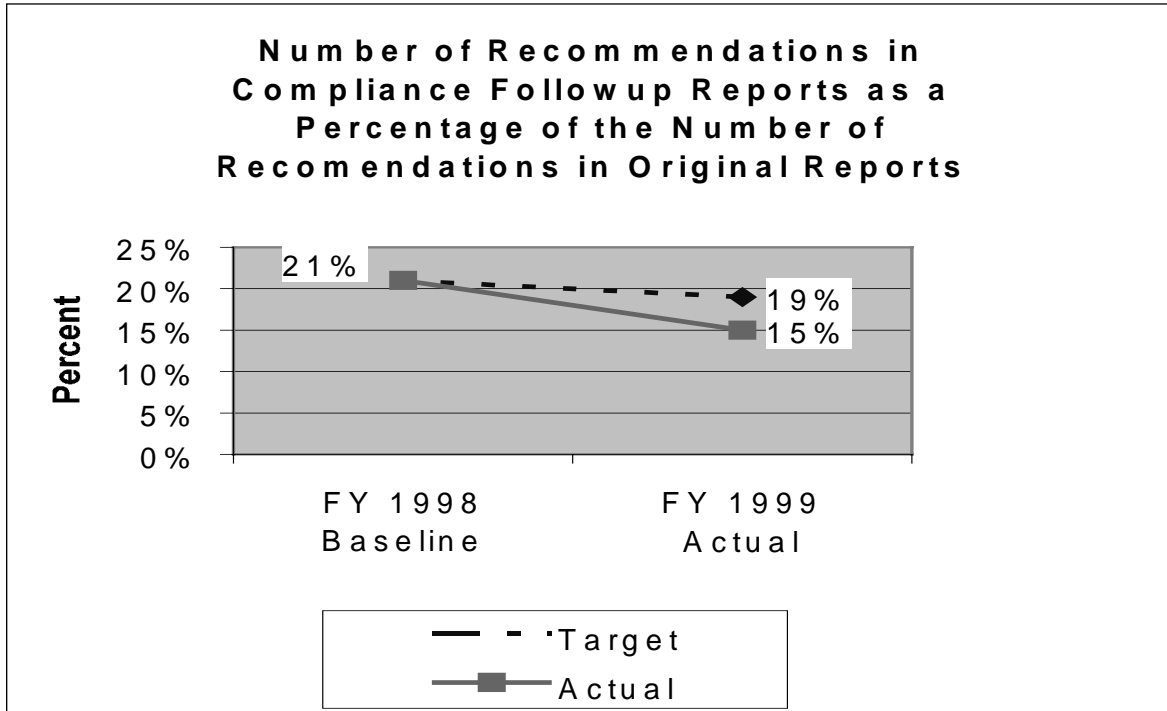
Data quality and strategies to address data limitations: The number/percentage of recommendations addressing this issue may be understated due to the inconsistent categorization of recommendations in our management information system. Revised criteria and internal controls are being implemented in FY 2000.

Effect of results on FY 2000 performance plan: As a result of a modification to our strategic goal for FY 2000 and beyond, this performance goal and measure have been replaced.

Strategic Goal:
Improved implementation of U.S. foreign policy

Performance Goal 3: Impediments to effective implementation of national interest and strategic goals are identified and resolved.

Measure: Based upon a universe consisting of all compliance followup reviews conducted in a given year, the number of reissued, reopened, or new recommendations, as a percentage of the number of recommendations contained in the original reports, will decline by 10 percent each year over a 3-year period.



Success in meeting performance target: We have significantly exceeded our target—achieving a 6 percentage point decrease vs. the targeted decrease of 2 percentage points. However, because resource limitations in FY 2000 will result in a severely limited compliance followup schedule, adequate data for this measure will be unavailable in the future. Following the revision of the strategic goal, this performance goal and measure have been dropped for FY 2000 and beyond.

Data quality and strategies to address data limitations: The completeness and accuracy of this data have been verified.

Effect of results on the FY 2000 performance plan: As a result of a modification to our strategic goal for FY 2000 and beyond, this performance goal and measure have been replaced.

Strategic Goal: Alignment of Fiscal and Human Resources with U.S. Foreign Policy Priorities

In FY 1999, the Department attempted to more closely link its foreign policy goals and priorities to its budget and other resources through changes to its strategic planning process. Under this strategic goal, OIG began assessing the effectiveness of the reorganized foreign affairs agencies’—as the Department began implementing the Foreign Affairs Reform and Restructuring Act of 1998—processes for aligning financial, personnel, and other resources with foreign policy goals and priorities.

Our FY 1999 performance goals under this strategic goal focused on the effectiveness of the Department’s resource management process in linking foreign policy resources to policy goals and priorities and the efforts of the Department to develop and use performance measures.

Major Accomplishments in Support of This Strategic Goal

In line with our performance goals, our work in FY 1999 emphasized the Department’s resource management processes and performance measurement efforts. As a result:

- An alternative form of overseas post was advanced by our validation of a small regional office approach applied in a major West European nation.
- The Congress directed the Department to implement OIG recommendations—to increase, by January 15, 2000, the number of 3-year and establish 4-year tours of duty for Foreign Service personnel.
- The Department agreed to explore more accurate performance indicators and to improve the coordination and consistency among the Bureau of Economic and Business Affairs’ performance planning and management activities, as a result of our review of the Department’s role and plans for opening foreign markets by reducing trade barriers in the telecommunications sector.

Strategic Goal:
Better alignment of fiscal and human resources
with U.S. foreign policy priorities

Performance Goal 1: Effectiveness of the Department's new policy and resource management process in linking foreign policy resources to policy goals and priorities is determined.

Measure: Changes in funding allocations and processes from FY 1999 baseline to FY 2000 allocations

FY 1999 Target: To develop a baseline of change from FY 1999 to 2000

FY 1999 actual: Little or no change from FY 1999 to FY 2000

Measure: Changes in staffing allocations and processes from FY 1999 baseline to FY 2000 allocations

FY 1999 Target: To develop a baseline of change from FY 1999 to 2000

FY 1999 actual: Little or no change from FY 1999 to FY 2000

Success in meeting performance targets: Our review of budget and human resource data indicated that the Department's strategic planning process is not leading to a realignment of resources with priorities. In fact, the Department, by its own admission, does not prioritize its goals. We have therefore concluded that the Department's policy and resource management process is only partially effective, and are changing this goal and these measures for FY 2000 and beyond.

Data quality and strategies to address data limitations: The funding and staffing allocation data was provided by the Department, and we have no reason to question its accuracy.

Effect of results on the FY 2000 performance plan: This performance goal and these measures have been replaced for FY 2000 and beyond because, until the Department prioritizes its goals and allocates resources accordingly, there is nothing meaningful to measure.

Strategic Goal:
Better alignment of fiscal and human resources
with U.S. foreign policy priorities

Performance Goal 2: The efforts of the State Department to develop and use performance measures are evaluated.

Measure: Assessment of agency efforts to develop and use performance measures

FY 1999 Target: Develop assessment

FY 1999 actual: Our assessment found the Department's efforts were "partially effective"

Measure: Percentage of performance measures that are validated and verified

FY 1999 Target: Validate and verify some performance measures

Baseline/FY 1999 actual: None reviewed/validated/verified²

Success in meeting performance targets: The Department's FY 1999 performance plan contained few measures and fell short of meeting GPRA requirements overall. The revised FY 1999-2000 performance plan contained 37 performance measures for its diplomatic readiness goals. Because no FY 1999 performance data was available, we have deferred validating and verifying the measures and data until FY 2000. Our reviews of post-level strategic planning found that very few of the posts (only 10%, by the Department's own analysis) had developed appropriate performance indicators.

Data quality and strategies to address data limitations: We have verified the accuracy and completeness of the data.

Effect of results on the FY 2000 performance plan: This performance goal and measures have been replaced for FY 2000 and beyond.

² At the time we planned to begin this work, the Department had not yet developed overall performance goals and measures for its 16 strategic goals. Performance measures subsequently were developed in the Department's revised FY 1999-2000 performance plan.

Strategic Goal: More effective, efficient and secure operations and infrastructures

A significant portion of the foreign affairs budget is devoted to developing, maintaining, and securing the infrastructures that underlie and support its operations and provide a base for the conduct of U.S. foreign policy. These operations and infrastructures include not only physical facilities and information systems, but the full range of logistics and support structures related to those operations, including financial management, grants management, procurement, personnel systems, and administrative support services. A significant portion of our resources and efforts are devoted to addressing systemic weakness and security vulnerabilities, and working with our agencies to identify opportunities to streamline operations and reduce infrastructure and operational costs, inefficiency, and redundancy while increasing effectiveness, where possible.

Our FY 1999 performance goals under this strategic goal focused on identifying potential cost efficiencies and opportunities for streamlining; improving the security of U.S. personnel, facilities, information, and materials; and reducing systemic weaknesses.

Major Accomplishments in Support of This Strategic Goal

Cost Efficiencies

Our work in preparing the financial statement audit allowed the Department to correct and reobligate \$50 million in unliquidated obligations for other purposes. Audits and inspections characterized 172 excess, underutilized, or obsolete properties—65 that the Department plans to dispose of, while the remainder are the subject of further study or discussions between the Bureau of Administration's Office of Foreign Buildings Operations and regional bureaus.

Security

A significant portion of our work under this strategic goal relates to the Department's challenge of ensuring the protection of its personnel, facilities, information, and material. During FY 1999, our work contributed to major improvements in each of these areas. Much of this work was conducted within the framework of the Emergency Supplemental Oversight Committee (ESOC), established by OIG to develop and implement a comprehensive, interdisciplinary program to evaluate the Department's numerous initiatives to enhance overseas security.

Tracking and Accounting for Emergency Supplemental Funds

As part of our ESOC efforts, we reviewed the tracking system established by the Department to report to Congress on expenditure of funds from the emergency supplemental appropriation (ESA) and to provide management data for program managers. Our review found that:

- reports on funds obligated were overstated because they included amounts that were internal transfers to overseas posts, not obligations for goods and services; and
- the Department had not fully accounted for expenditures incurred prior to receiving the ESA.

As a result of our work, the Department:

- implemented changes to the procedure for allotting some funds to post, thereby improving accuracy of reporting and accounting;
- transferred some expenditures incurred prior to receiving the ESA into ESA accounts, thereby improving the completeness of information reported;
- and implemented changes to the tracking system, which allowed the data to be more useful for program managers.

Protection of Personnel

As a result of work done under the ESOC framework, the following improvements were made:

The Department's best practices in coordinating and focusing enhancements funded by the emergency security appropriation were shared.

Numerous physical security deficiencies at posts were corrected, ensuring that official Americans overseas—such as those in the interim chanceries in Dar es Salaam and Nairobi—are better protected today than at the time of the East African bombings in 1998, although there is more that can be done.

In addition, a series of security inspections following the bombings revealed the need for an imminent danger notification system linked to duck-and-cover drills—a number of injuries and deaths in the bombings were due to flying glass and other debris, which could have been avoided if the embassy guards could have notified embassy staff of an imminent attack and the staff knew to get under their desk or other protected locations. In response to OIG recommendations, the Department began implementing such a duck-and-cover system. Other audits also resulted in:

Enhanced protection for the Secretary through implementation of improved procedures for selecting agents for the Secretary's detail and refresher training for agents in protection, emergency medical response, and driving armored limousines; and

Improved protection of foreign dignitaries following the institution of a policy of 24-hour protection, enhanced procedures for assigning agents to foreign dignitary protection details, and briefings to provide them with information on threats, emergency response procedures, and other pertinent matters.

Protection of Information

Based on a series of reports and recommendations that we issued over the proceeding years, in 1999 the Department implemented a new procedural security survey to control classified material at overseas posts. It also established formal information systems security officer (ISSO) training and issued rules limiting the amount of time allowed to destroy classified material in an emergency. At Embassy Moscow, we succeeded in improving classified information awareness for U.S. mission employees dealing with national employees in Moscow by emphasizing the continuing need for coordination between the post and the Bureau of Diplomatic Security. Information security in Moscow also was enhanced because of our emphasis on the need to adhere to information security standards and to restrict national employee access to sensitive information on the unclassified information systems. In addition, an audit of card access systems resulted in the Department replacing obsolete systems in Germany and Luxembourg.

Within the Department, controls over access to classified information was enhanced by our recommendation to institute an escort policy to ensure nongovernment employees are accompanied when in the main State Department building and to institute controls to better protect classified information. Also, our persistence in addressing a deficiency in Mainframe Contingency Planning resulted in the Department developing a contingency plan and closing a 10-year FMFIA weakness.

Protection of Facilities

At Embassy Moscow, OIG succeeded in improving the counterintelligence at the Moscow secure chancery by drawing attention to the need for more rigorous analysis and importance of conducting counterintelligence-related debriefings for the construction workers. Additionally, OIG improved the maintenance and repair of the new secure chancery by highlighting the need to establish a comprehensive maintenance plan with adequate personnel and spare parts. Physical security at the Office of Cuba Broadcasting and Radio Free Europe/Radio Liberty in Prague was significantly improved based on OIG recommendations to correct deficiencies.

Overall Security Program

During 1999, based on our recommendations, several posts completed memorandums of agreement between chiefs of mission and military commanders regarding responsibility for the security of Defense Department personnel at those missions. Several posts also assumed chief of mission security responsibility over other U.S. agencies outside chancery compounds.

Systemic Weaknesses

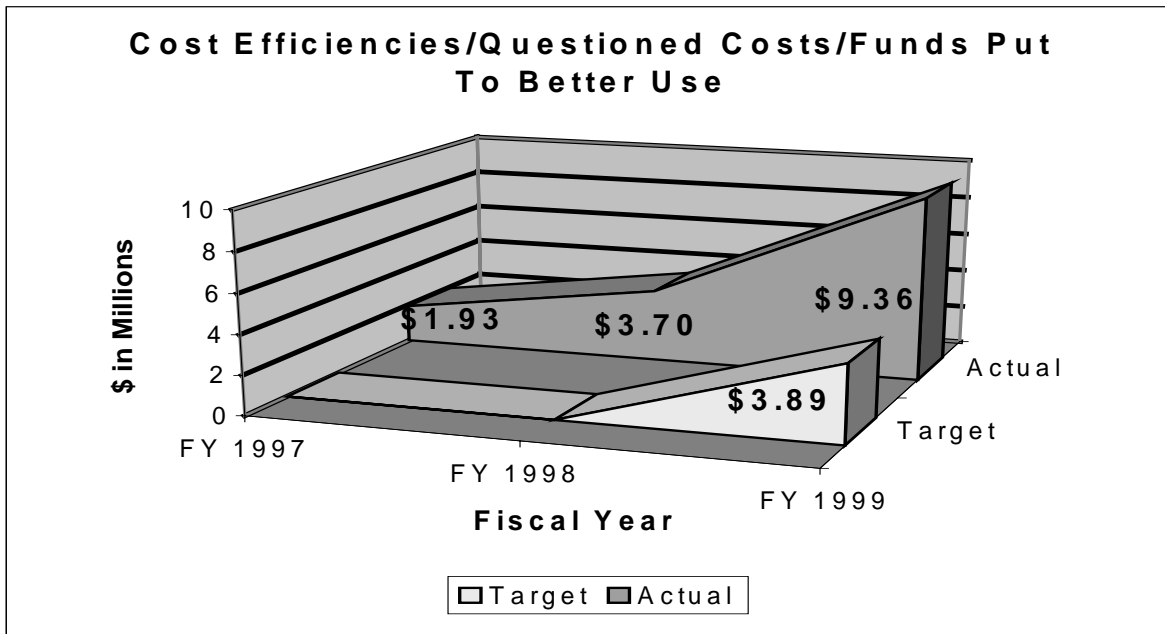
As a result of our audits and inspections, several systemic weaknesses and vulnerabilities in areas such as financial, information, real property, and personnel management were identified and corrected. Following our recommendations and with our assistance:

- A process was established and implemented by which the Department successfully assured the Year 2000 (Y2K) readiness of mission-critical systems. Attention was also drawn to the need for a cohesive framework for U.S. Y2K policy issues and a global approach to address Y2K contingency planning, as a result of our readiness assessments conducted in 26 countries and our testimonies on global Y2K issues.
- The number of high fraud posts with full-time antifraud officers was increased, and the Department's antifraud training efforts were significantly improved.
- Department contracting procedures for future asbestos abatement contracts were changed, an overpayment of more than \$98,000 from one contractor is being recovered, and an OIG report is being used in procurement training.
- Management control procedures were strengthened at 28 posts, reducing systemic weaknesses in such areas as contracting and procurement, cash management, procedures to resolve outstanding collections and to prevent duplicate payments, and unnecessary overtime.
- Internal control procedures at Radio Marti were strengthened to ensure that broadcasts meet applicable journalistic standards.
- A training program for journalists is being established and semiannual program reviews of Radio Marti will be conducted by the International Broadcasting Bureau.
- Procurement, personnel, and property management practices and procedures at the Office of Cuba Broadcasting are being improved.

Strategic Goal:
More effective, efficient, and secure operations and infrastructures

Performance Goal 1: Potential cost efficiencies and opportunities for streamlining in areas such as human resources, information management, financial management, property management and security are identified and best practices shared.

Measure: Increase by 5 percent over FY 1998 levels the potential dollar value of questioned and unsupported costs or funds put to better use in OIG recommendations accepted by foreign affairs agencies.



Measure: Number of best practices in areas such as human resources, information management, property management, financial management, and security that are identified and reported by OIG in FY 1999.

FY 1999 Target: Develop baseline

FY 1999 Actual: 31 best practices identified and reported

Success in meeting performance targets: We met both targets. For the first target of a 10% increase over 1998 to \$3.89 million, our actual increase was 253% to \$9.36 million. However, this was due to a one-time cost efficiency of \$4.3 million that may be unique to a specific entity and that we do not expect to be repeated in future years. We established a baseline of 31 best practices identified and reported.

Data quality and strategies to address data limitations: The data for these measures come directly from our reports. We have verified their accuracy and completeness.

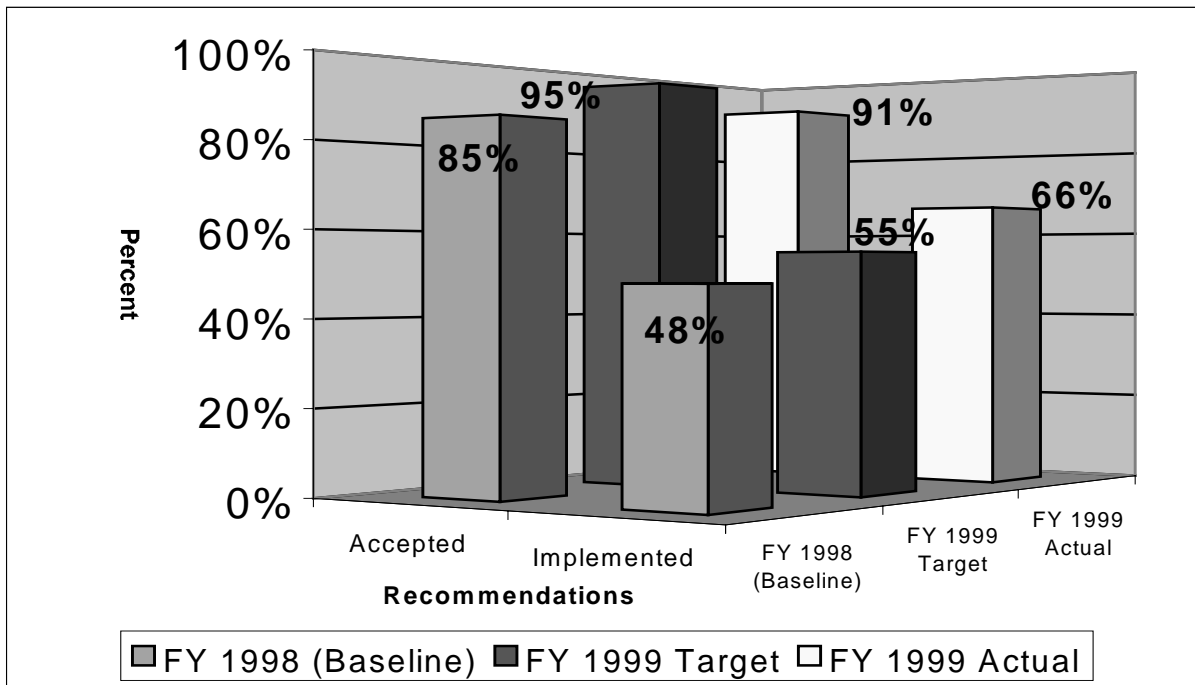
Effects of results on FY 2000 performance plan: No changes have been made for FY 2000.

Strategic Goal:
More effective, efficient, and secure operations and infrastructure

Performance Goal 2: *U.S. personnel, facilities, information, and materials are more secure through the identification and correction of security weaknesses and deficiencies related to human intelligence, technical and physical attacks, terrorism, and crime.*

Measure: For security recommendations made in FY 1998, (a) at least 95 percent will be accepted by management by 9/30/99 and (b) at least 55 percent will be implemented by 9/30/99.

Percentage of Prior Year's Security Recommendations Accepted and Implemented By Management



Success in meeting performance targets: In analyzing our FY 1999 data, we identified a logic flaw that caused us to revise the way we calculated our baseline and FY 1999 results. If we had been aware of this flaw when we developed our original baseline, our targets would have been reduced to (a) 90% and (b) 53%, respectively, in which case we would have achieved both targets. Even so, we showed an increase of 6 percentage points for recommendations accepted and, more importantly, an increase of 18 percentage points for recommendations implemented, over FY 1998. We will continue to set our target for recommendations accepted in FY 2000 at 95% and will work with the Department to achieve it.

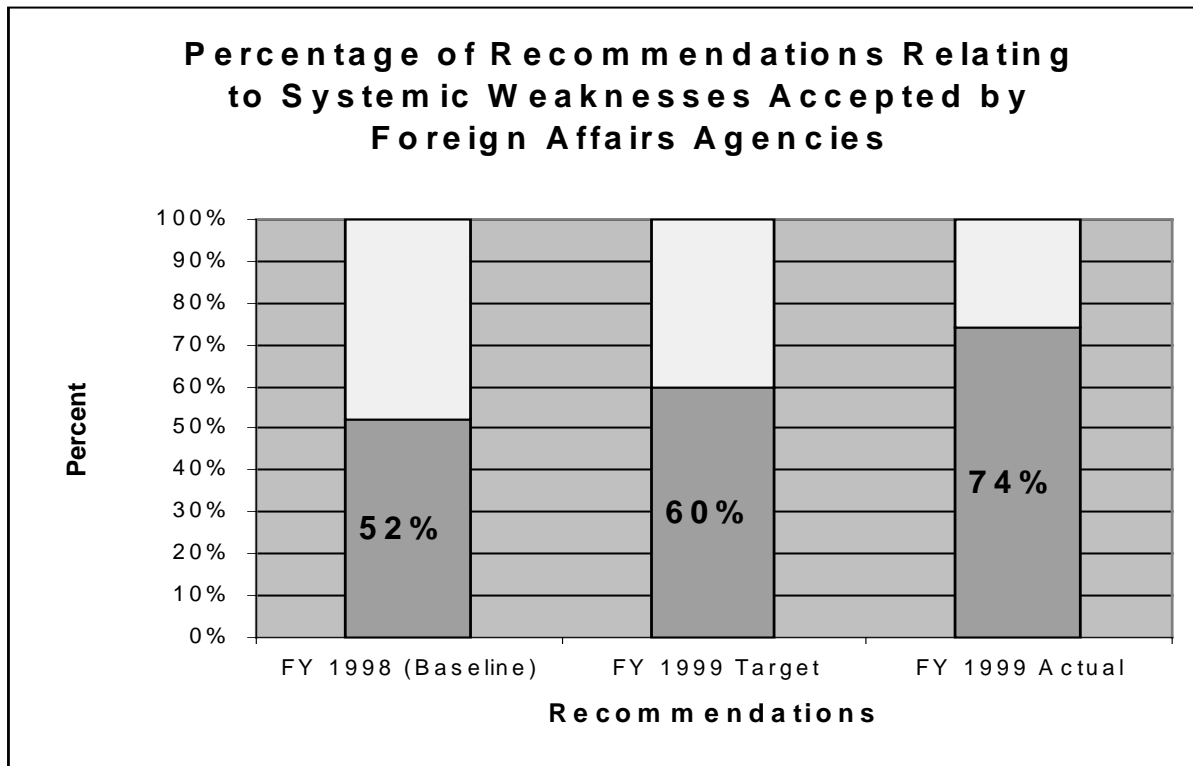
Data quality and strategies to address data limitations: The number/percentage of recommendations addressing this issue may be understated due to the inconsistent categorization of recommendations in our management information system. Revised criteria and internal controls are being implemented in FY 2000.

Effects of results on FY 2000 performance plan: None, except for revising how we measure our data to address the logic flaw in our original approach.

Strategic Goal:
More effective, efficient, and secure operations and infrastructures

Performance Goal 3: Systemic weaknesses in areas such as financial, information, and real property management and personnel systems are reduced.

Measure: At least 60 percent of OIG recommendations relating to systemic weaknesses are accepted by foreign affairs agencies.



Success in meeting performance target: We exceeded our target in FY 1999.

Data quality and strategies to address data limitations: The number/percentage of recommendations addressing this issue may be understated due to the inconsistent categorization of recommendations in our management information system. Revised criteria and internal controls are being implemented in FY 2000.

Effects of results on FY 2000 performance plan: None at present. We may have to raise FY 2001 and subsequent years' targets if we find our FY 1999 results to indicate a trend rather than a one-year fluctuation.

Strategic Goal: Greater adherence to fundamental principles governing professional and ethical conduct

All government employees must conform to fundamental guiding principles governing professional and ethical conduct. The standards derived from these principles, as defined in law, executive order, regulation, policy, and procedure encompass a broad range of professional and ethical behavior, action, and integrity, as well as personal and management accountability. OIG is mandated to prevent and detect waste, fraud, and mismanagement. Specific allegations or other information indicating possible violations of law or regulation are investigated by OIG special agents supported by experts from other OIG offices, as appropriate. We also work proactively, to educate and share best practices with targeted audiences—such as new ambassadors—to improve adherence to standards of accountability by ensuring that employees of the foreign affairs agencies are informed of and understand the standards specific to their professional and ethical conduct.

Our FY 1999 performance goals under this strategic goal focused on increasing awareness and understanding of standards of conduct and accountability and the investigative process, reducing areas of vulnerability and opportunities for misconduct, and reviewing and investigating allegations expeditiously while ensuring quality results.

Major Accomplishments in Support of This Strategic Goal

During FY 1999, we continued to focus on promoting increased awareness of standards of conduct and accountability among agency and OIG employees, contractors, and other appropriate audiences, including representatives of foreign governments who requested OIG assistance on this issue. As a result, we:

- Continued active participation by the Inspector General and Executive Staff in the training of all new Civil Service and Foreign Service Officers—as well as new Ambassadors—at the Foreign Service Institute to improve their understanding of best practices and ethical standards of conduct;
- Issued recommendations resulting in legislation to reduce the maximum time to file a disciplinary action, to expedite the processing time of disciplinary cases, and to limit prescriptive relief; and
- Undertook, in cooperation with our Chilean colleagues and the Organization of American States, a number of highly effective, low-cost initiatives to facilitate an exchange of information and expertise, including digital video conferences and a series of WORLDNET interactive programs that were broadcast throughout the hemisphere, giving participants an opportunity to discuss best practices and audit methodology on issues in the financial, health, and energy sectors.

OIG investigations resulted in 19 successful prosecutions and 26 administrative and disciplinary actions in FY 1999.

Strategic Goal:
Greater adherence to fundamental principles governing professional and ethical conduct

Performance Goal 1: Awareness and understanding of standards of conduct and accountability are increased.

Measure: Attendees at and course developers of Foreign Service Institute and other Department training with OIG-led segments find the OIG segments to be of value by rating them at least “good.”

FY 1999 Target: *Evaluations rate OIG segments “Good”*

FY 1999 Actual: *Evaluations rate OIG segments “Good”*

Measure: Communications, including management implication reports (MIRs) and fraud alert bulletins (FABs), that would increase the awareness of standards of conduct and accountability are issued, as appropriate, no later than 90 days from investigative case closings where systemic internal control weaknesses are identified.

FY 1999 Target: all appropriate communications are issued within 90 days (100%)

FY 1999 Actual: 60%

Success in meeting Performance targets: We met our first performance target. However, because of data limitations (see data quality below), our actual achievement is more subjective than we would like it to be. We fell short of our target to issue MIRs within 90 days of investigative case closings. We can explain why these two (of five) took more than our targeted time—the appropriateness of one was not recognized initially and the other took an inordinate amount of time to go through the review process due to the high level of the individual who was investigated—but that still does not make the time spent to issue them acceptable; in the future we will try to ensure that such delays do not occur.

Data quality and strategies to address data limitations: The data on course attendees’ and developers’ views of OIG-led training segments is based on OIG instructors’ assessment of informal feedback. The Foreign Service Institute rates the performance of contractors, but not Department employees. We are working with the Foreign Service Institute to formally survey course attendees and developers. We believe the MIR and FAB data to be accurate and complete.

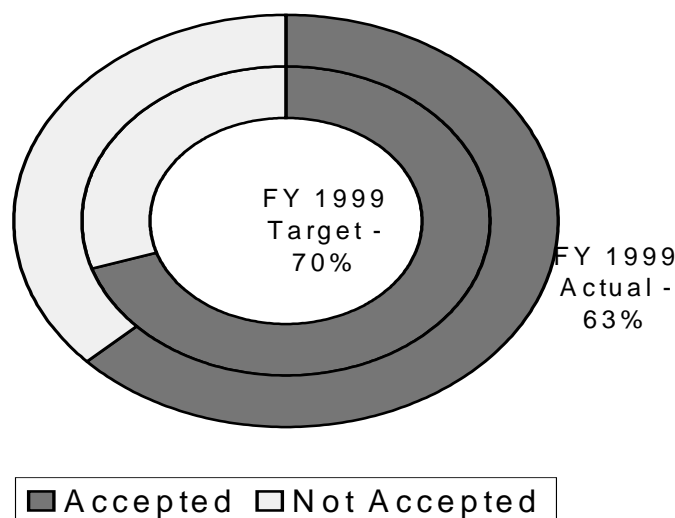
Effect of results on the FY 2000 performance plan: The second measure has been dropped in FY 2000, although we will continue to emphasize issuing additional and more timely FABs and MIRs.

Strategic Goal:
Greater adherence to fundamental principles
governing professional and ethical conduct

Performance Goal 2: Areas of vulnerability and opportunities for misconduct are reduced.

Measure: At least 70 percent of recommendations to reduce significant vulnerabilities at foreign affairs agencies and selected nongovernmental organizations have been accepted.

**Percentage of Recommendations
Relating to Significant Vulnerabilities
Accepted by Foreign Affairs Agencies**



Success in meeting performance target: We did not achieve our target, falling seven percentage points short. However, more than half of the relevant recommendations were issued during the last 2 months of the fiscal year. Since OIG compliance procedures allow 45 days for the action office to respond, the deadline for many of the recommendations had not been reached by the end of the reporting period. By comparison, for recommendations prior to Aug 1, the acceptance rate was 77 percent. We are evaluating whether to revise this measure or the criteria—which will probably yield a different basis for calculating our results and, most probably, a higher target—or keep our current criteria and adjust future targets accordingly.

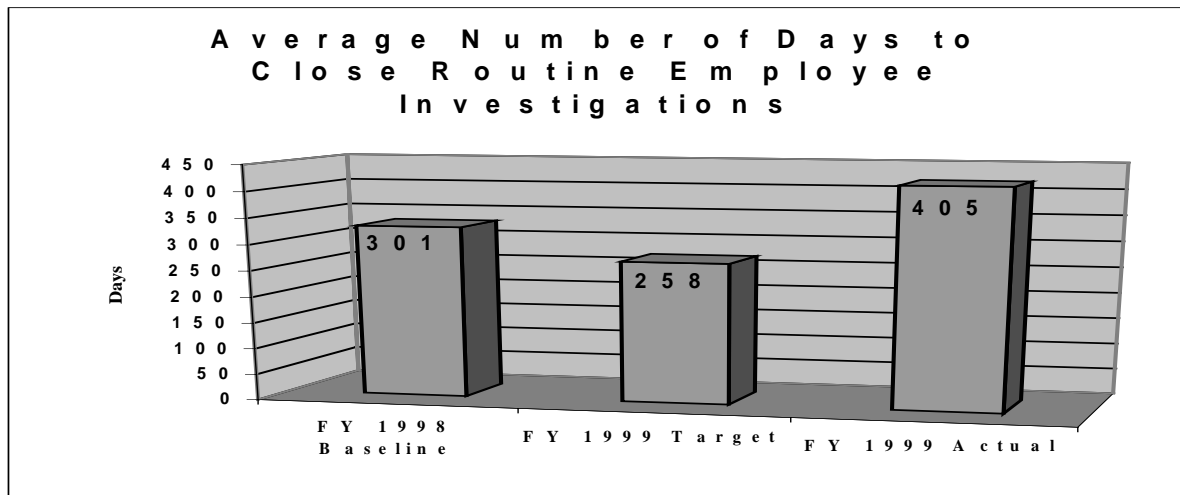
Data quality and strategies to address data limitations: We have verified the accuracy and completeness of the data.

Effects of results on FY 2000 performance plan: No changes have been made for FY 2000.

Strategic Goal:
Greater adherence to fundamental principles governing professional and ethical conduct

Performance Goal 3: Allegations are reviewed and investigations are conducted expeditiously, while at the same time ensuring quality results and products.

Measure: At least a 15 percent reduction in the average time required to close routine employee investigations, compared with FY 1998 baseline data.



Measure: INV receives fewer requests from the Office of Employee Relations for additional information or clarification of investigative issues referred for action.

FY 1998 Baseline: **1 request** FY 1999 Target: **0 (No) requests** FY 1999 Actual: **2 requests**

Success in meeting performance targets: We did not meet our target for reducing the average time to close routine employee investigations. Rather, it took 35 percent longer to close cases in FY 1999 than in FY 1998. Although this is not acceptable, it was due, at least partly, to 9 vacant investigator positions, meaning there were fewer investigators to work the open cases, thus keeping them open longer. In addition, an analysis of our cases showed that the average was skewed considerably upward because 30 percent of the cases were already open more than the target number of days at the beginning of the reporting period. (Of these, it took from 5 to 335 days to close, with an overall average of 169 days.) Of the remaining cases that, as of the first day of the fiscal year, could be closed within the target number of days, 72% were closed within that target. Overall, for those cases that could be closed with the target range, the average time to closure was 192 days (with individual cases ranging from 2 to 517 days). Consequently, we have revised our measure and our approach to handling these cases in FY 2000 and beyond to assess results on a stratified basis.

We also missed our target on requests for clarification on investigative issues referred for action. We have no explanation for the two requests and have put in place a process for the Offices of Investigation and Counsel to review these reports more closely, with a view toward our client's perspective.

Data quality and strategies to address data limitations: We have verified the accuracy and completeness of the data.

Effects of results on FY 2000 performance plan: The first measure was changed to stratify the cases and set targets accordingly, to emphasize closing cases, especially the older ones, more quickly.

Strategic Goal:
**Greater adherence to fundamental principles
governing professional and ethical conduct**

Performance Goal 4: Awareness and understanding of the investigative process is increased.

Measures: At least 30 percent of overseas missions and Washington bureaus will be briefed on the investigative process.

FY 1998 Baseline: 24%

FY 1999 Target: 30%

FY 1999 Actual: 1.4%

Success in meeting Performance Targets: Due to other unanticipated priorities that required a reallocation of OIG resources early in the fiscal year, and the belief that other less costly methods of getting our message to Department staff could be used, we changed our strategy for achieving this goal after our first round of briefings. Consequently, we discontinued the overseas briefings, and drafted a Department Notice and a cable to all diplomatic and consular posts for issuance to Department employees, as well as an article for *State* magazine, addressing the questions most frequently asked during the investigative briefings in FY 1998. Nevertheless, we continued active participation in the domestic training at FSI of all new Civil Service and Foreign Service employees and new Ambassadors.

Data quality and strategies to address data limitations: We verified the accuracy and completeness of the data.

Effect of results on the FY 2000 performance plan: This goal and its measure are not included in the FY 2000 performance plan, although we will continue to see that the drafted documents are published and distributed.

Strategic Goal: Improved management and performance of resources to accomplish OIG objectives

This strategic goal addresses our efforts to enhance OIG's internal management by focusing on the support functions and issues that cross operational lines and affect both the achievement of our other strategic goals and the level of satisfaction our stakeholders and customers have with our results. Specifically, it includes improving the timeliness and quality of our products, sharpening our ability to use our financial and human resources effectively and efficiently, installing institutional procedures for addressing problem areas early, and fully developing an automated management information system that will integrate all of our various programs.

Our FY 1999 performance goals under this strategic goal focused on identifying and reducing project management and resource utilization weaknesses and improving the quality of our products to meet customer needs.

Major Accomplishments in Support of This Strategic Goal

During FY 1999, we implemented several initiatives resulting in the more efficient and effective use of our resources, including:

- Enhancing post management inspections by adding a security inspector to each inspection team to conduct a comprehensive review of physical security and emergency preparedness, and producing 11 additional security reports in 1999;
- Organizing a new security enhancements oversight division to focus on new embassy construction and major security enhancements, and to coordinate security oversight work within the OIG; and completing our first inspections—at Nairobi and Dar es Salaam in May, 1999—five weeks after the division was established;
- Filling ten new security oversight positions quickly, with highly qualified staff, in response to the emergency security appropriation;
- Increasing the use of the Headquarters Referral Program, with the assistance of analysts, thereby allowing special agents to devote more time to conducting criminal investigations and reducing the time criminal investigations are open;
- Instituting a policy to notify an employee of the closing of an investigation concerning the employee when no action against the employee is anticipated;
- Establishing a policy to open a preliminary inquiry when vague allegations are received, in order to better define an issue before a criminal investigation is launched; within 45 days of the opening of a preliminary inquiry, we expect to develop sufficient information, make a determination whether to end the inquiry without further action, refer it to the appropriate entity for action, or open a criminal investigation; and
- Converting our entire computer network to a more sophisticated operating system that will equip us with the capability to install programs—such as those already developed for investigative case and compliance tracking—that will track our work and allow easier sharing of information.

Strategic Goal:
Improved management and performance of resources
to accomplish OIG objectives

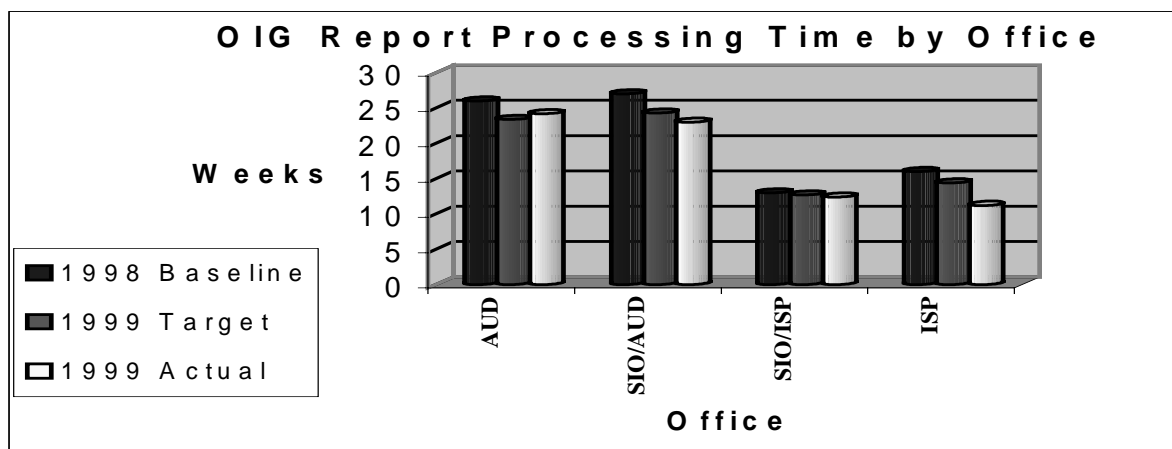
Performance Goal 1: Project management and resource utilization weaknesses are identified and reduced.

Measure: At least 75 percent of all OIG projects will be completed on time.

FY 1999 Target: Develop baseline

FY 1999 Actual: No data to report

Measure: Processing time for OIG reports will be reduced by 10 percent.



Success in meeting performance targets: We were unable to accurately compile complete data for our first measure, completing projects on time. Processing operations were mapped and timed to establish a baseline for each OIG office for our second measure. Improved procedures were put into place, and tracking sheets were developed to monitor the progress of each report in each office. The Office of Audits did not achieve the 10 percent reduction target, but still improved by 7 percent; and other offices exceeded their targets. This was commendable progress, considering that Audits suffered from severe staffing shortages in FY 1999. It is expected that all the Office of Audits will achieve its target in FY 2000—processing time has been dropped as a measure in FY 2000.

Data quality and strategies to address data limitations: Although we believe that we can obtain some data showing how long it took to complete a project, we did not obtain objective data on when a project was supposed to be completed. Revisions to the scope of a project as information is collected, or delays resulting from movement to higher priority work, cause target dates to be changed regularly and therefore make this measure less meaningful than desired. We are instituting policies and processes in FY 2000 to collect and track this information for all projects and reports.

Effects of results on the FY 2000 performance plan: We have dropped the second measure because processing time is only one of many steps involved in completing projects on time. While this aspect will still be monitored as part of the overall measure, the extent to which we focus on it will be determined by its importance relative to the other factors affecting the timely completion of projects.

Strategic Goal:
Improved management and performance of resources
to accomplish OIG objectives

Performance Goal 2: Quality of products is improved to meet customer needs.

Measure: A customer survey will be developed.

FY 1999 Target: To develop baseline

FY 1999 Actual Data: Drafted customer survey and strategy for implementing

Success in meeting Performance target: A customer survey was drafted and will be issued in FY 2000.

Data quality and strategies to address data limitations: N/A

Effect of results on the FY 2000 performance plan: The measure/target has been revised for FY 2000, during which the survey will be conducted and a baseline of customer satisfaction with the quality of OIG products will be established.

Appendix: FY 1999 Reports and Testimony

Supporting our Strategic Goals

Strategic Goal: Improved Implementation of Foreign Policy

Audits

- Activities Supporting the International Law Enforcement Academy, Budapest, Hungary (99-CI-005)
- Department of State Support for U.S. Business Abroad (99-CI-021)
- International Law Enforcement Coordination and Oversight (99-CI-027)
- Policies and Procedures for Ensuring that Radio Marti Broadcasts Adhere to Applicable Requirements (99-IB-010)
- American Council of Learned Societies Supporting the Vietnam Fulbright Economic Teaching Program (99-CG-026)
- Cyprus Fulbright Commission (USIA-99-CG-017)

Post Management Inspections

- Embassy Singapore and USIS Singapore (ISP/I-98-44)
- Embassy Kuala Lumpur and USIS Malaysia (ISP/I-98-01)
- Embassy Tokyo and USIS Japan (ISP/I-99-04)
- Embassy Bujumbura and USIS Burundi (ISP/I-99-07)
- Embassy Lilongwe and USIS Malawi (ISP/I-99-10)
- Embassy Cairo and USIS Egypt (ISP/I-99-11)
- Embassy Jakarta and USIS Indonesia (ISP/I-99-15 and ISP/I-99-02)³
- Embassy Tel Aviv and USIS Israel (ISP/I-99-18)
- Consulate General Jerusalem and USIS Jerusalem (ISP/I-99-19)
- Embassy Kathmandu and USIS Nepal (ISP/I-99-21)
- Embassy Colombo and USIS Sri Lanka (ISP/I-99-22)
- Embassy New Delhi and USIS India (ISP/I-99-23)
- Embassy Santo Domingo and USIS Dominican Republic (ISP/I-99-24)
- Embassy London and USIS United Kingdom (ISP/I-99-27)
- Embassy Dublin and USIS Ireland (ISP/I-99-28)
- Embassy Bucharest and USIS Romania (ISP/I-99-29)
- Embassy Kampala, Uganda (ISP/I-99-05)
- Embassy Kigali, Rwanda (ISP/I-99-06)
- Embassy Harare, Zimbabwe (ISP/I-99-08)
- Embassy Lusaka, Zambia (ISP/I-99-09)
- Consulate Lyon, France (ISP/I-99-25)

Compliance Followup Reviews

- US Mission to NATO, Brussels, Belgium (ISP/C-99-03)
- Embassy Hanoi, Vietnam (ISP/C-99-13)

³ The inspection of Embassy Jakarta, Indonesia was bifurcated due to political instability in the region.

- Embassy Rangoon and USIS Burma (ISP/C-99-14)
- Embassy Mexico City and Constituent Posts and USIS Mexico (ISP/C-99-17)
- Embassy Moscow and Constituent Posts and USIS Russia (ISP/C-99-20)

Thematic Inspections

- Border Biometrics (Laser Visa) Program (ISP/I-99-12)
- Management Controls for Small Embassies (ISP/I-99-26)

IG Testimony and Statements for the Record

- Testimony, *Major Management Challenges for the Department*, House Committee on Government Reform, Subcommittee on National Security, Veterans Affairs, and International Relations, February 25, 1999.
- Testimony, *Major Management Challenges for the Department*, Senate Committee on Foreign Relations, Subcommittee on International Operations, March 4, 1999.
- Statement for the Record, *OIG Budget Request*, House Committee on Appropriations, Subcommittee on Commerce, Justice, State, the Judiciary, and Related Agencies, March 10, 1999.

Strategic Goal: Better Alignment of Fiscal and Human Resources with U.S. Foreign Policy

Reports

- Review of Tours of Duty (99-SP-013)
- Inspection of the Foreign Service Institute (ISP/I-99-16)
- Inspection of Consulate Lyon (ISP/I-99-25)
- Consular Fraud Prevention Programs (99-CI-028)

IG Testimony

- *Nonimmigrant Visa Fraud*, House Committee on the Judiciary, Subcommittee on Immigration and Claims, May 5, 1999.
- *Best Practices and Standards of Performance in an Office of Inspector General*, Council of the District of Columbia, Committee on Government Operations, May 19, 1999.

Strategic Goal: More Effective, Efficient, and Secure Operations and Infrastructures

SECURITY

Security Audits

- Review of FY1999 Emergency Supplemental Appropriations (00-OIG-001)⁴

⁴ The OIG review of the FY 1999 Emergency Supplemental Appropriations was conducted through August 31, 1999.

- Security at Embassies Dar es Salaam and Nairobi (SIO/E-99-50)
- Protective Services (SIO/A-99-29)
- Moscow Oversight Status Reports (SIO/M-99-31, SIO/M-99-49)
- Special Documents Program (SIO/Z-99-40)
- Card Access Control System in Germany and Luxembourg (SIO/A-99-22)
- Protection of Classified Documents at State Department Headquarters (SIO/A-99-46)
- Security Audit of Overseas Telephone Security Management (SIO/A-00-01)⁵
- Security Audit of Overseas Card Access (SIO/A-00-02)³

Security Inspections

- Embassy Nassau, The Bahamas (SIO/I-99-01)
- Embassy Sarajevo, Bosnia-Herzegovina (SIO/I-99-17)
- U.S. Diplomatic Posts in the Bureau of Western Hemisphere Affairs (SIO/I-99-18)
- Embassy Madrid, Spain (SIO/I-99-21)
- Embassy London, United Kingdom (SIO/I-99-24)
- Embassy Lisbon, Portugal (SIO/I-99-25)
- Embassy Dublin, Ireland (SIO/I-99-26)
- Embassy Reykjavik, Iceland (SIO/I-99-27)
- Embassy Copenhagen, Denmark (SIO/I-99-28)
- Embassy Zagreb, Croatia (SIO/I-99-34)
- Embassy Kuala Lumpur, Malaysia (SIO/I-99-35)
- Embassy Brussels, Belgium, USMEU, and USNATO (SIO/I-99-36)
- Embassy Luxembourg (SIO/I-99-37)
- Embassy Prague, Czech Republic (SIO/I-99-41)
- Embassy Valletta, Malta (SIO/I-99-42)
- Radio Free Europe/Radio Liberty, Prague, Czech Republic (SIO/I-99-43)
- Embassy Oslo, Norway (SIO/I-99-44)
- Embassy Stockholm, Sweden (SIO/I-99-45)

Security Followup Reviews

- Embassy Islamabad, Pakistan (SIO/C-99-09)
- Embassy New Delhi, India (SIO/C-99-10)
- Consulate General Hong Kong (SIO/C-99-19)
- Embassy Ankara, Turkey (SIO/C-99-23)
- Embassy Beijing, China (SIO/C-99-30)
- Embassy Santo Domingo, Dominican Republic (SIO/C-99-51)

⁵ The work that resulted in the “Audit of Overseas Telephone Security Management” was accomplished in FY 1999.

³ The work that resulted in the “Audit of Overseas Card Access” was accomplished in FY 1999.

Inspector General Testimony

- *Oversight of Security at U.S. Missions Overseas*, House Committee on International Relations, Subcommittee on International Operations and Human Rights, March 12, 1999.

YEAR 2000 INFORMATION MANAGEMENT REVIEW⁴

Audits

- Year 2000 Interim Memorandum 1 (6/17/98)
- Year 2000 Interim Memorandum 2, Analysis of Key Y2K Issues (8/20/98)
- Year 2000 Interim Memorandum 3, Analysis of Telecommunications Issues (10/16/98)
- Y2K Certification of USIA Systems (2/8/99)
- Y2K Readiness of Affiliates Used by International Broadcasters (management letter)

Inspector General Testimony and Statements for the Record

- Testimony, *The Year 2000 Computer Problem: Global Readiness*, Senate Special Committee on the Y2K Technology Problem, March 5, 1999.
- Testimony, *The Year 2000 Computer Problem: Global Readiness and International Trade*, Senate Special Committee on the Year 2000 Technology Problem, July 22, 1999.
- Testimony, *The Year 2000 Computer Problem: Global Readiness*, House Committee on International Relations, October 21, 1999.
- Statement for the Record, *Year 2000 Computer Problem*, House Committee on Ways and Means, February 24, 1999.
- Statement for the Record, *The Year 2000 Computer Problem: Global Readiness*, Senate Special Committee on the Year 2000 Technology Problem, October 13, 1999.

OTHER ISSUES

Audits

Consular and International Programs:

- Interagency Review of Export Licensing Process (99-CI-018)
- Consular Fraud Prevention Programs (99-CI-028)

Financial Management:

- Florida Regional Center (99-FM-002)
- U.S. Department of State's Consolidated Financial Statements (99-FM-003)
- ICASS Financial Statements FY 1997 (99-FM-004)
- Foreign Service Retirement and Disability Fund Financial Statements for FY 1998 (99-FM-014)
- Department of State FY 1997 and 1998 Principal Financial Statements (99-FM-031)

⁴ OIG's Y2K activities extended from FY 1998 through FY 2000.

- ICASS Program's FY 97-98 Financial Statements (99-FM-032)

Property Management and Procurement:

- Real Property Advisory Board (99-PP-006)
- Acceptability Review Process Within the Bureau of Diplomatic Security (99-PP-030)

Contracts and Grants:

- United States Educational Foundation, Pakistan (99-CG-001)
- National Endowment for Democracy (99-CG-007)
- Indirect Cost Rates Proposed by the Institute of International Education (USIA-99-CG-015)
- Sale and Leaseback Arrangement Proposed by the Institute of International Education (USIA-99-CG-016)
- Review of Planning and Management of Lisbon Expo 98 (USIA-99-CG-019)
- FY 1999 Indirect Cost Rate of the American Institute in Taiwan (99-CG-022)
- Malaysian-American Commission on Educational Exchange (USIA-CG-99-024)
- Claimed Costs Under USIA Awards to the Washington Workshops Foundation (99-CG-025)
- Accounting for Increased Visa Fees of the American Institute in Taiwan (99-CG-029)
- Nonfederal Audits of Nonprofit Institutions (various desk reviews)

International Broadcasting:

- Radio Free Europe/Radio Liberty Administrative Practices (99-IB-012)
- Office of Cuba Broadcasting's Administrative Practices (99-IB-023)

Inspector General Testimony

- *Export Licensing Process for Munitions and Dual-Use Commodities*, Senate Governmental Affairs, June 23, 1999.

Greater Adherence to Fundamental Principles Governing Professional and Ethical Conduct

Audits

- Report on Inquiry into Former Contractor Allegations (99-PP-008)
- Unreasonable Contractor Profit on an Asbestos Abatement Project (99-PP-009)
- Report on Inquiry into Contractor Allegations (99-PP-011)
- Review of Planning and Management of Lisbon Expo 98 (USIA-99-CG-019)

Inspector General Testimony

- *Allegations of Visa Fraud and Other Irregularities at the U.S. Embassy in Beijing*, House Committee on Government Reform, July 22, 1999.